

# **Recruitment Policy and Standards**

## **Recruitment and Career Development**

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## Recruitment Policy and Standards

### Overview

This section explains British Council policy on recruitment and its associated standards, including:

- Recruitment roles and responsibilities
- Information for staff
- Exceptions to the standard recruitment process

Some areas are still under development and this is indicated in the text, where appropriate. If anything here is not entirely clear, seek guidance from the appropriate Human Resources (HR) contact:

- HR Services London or Manchester (for managers in the UK)
- Your local HR manager or the HR Overseas team (for managers outside the UK)
- The HR Recruitment team (for difficult policy issues).

### Audience

This section applies to all staff worldwide.

### Responsibilities

See Recruitment Roles and Responsibilities.

### Policy

#### Main principles

- Recruitment selection decisions for all British Council posts are made against openly advertised, clearly defined and consistently applied criteria.
- All recruitment selection processes meet British Council standards (including conformity to the British Council's equal opportunity and diversity policy, its code of conduct, and its values) and are transparent, fair, and objective.
- All candidates are treated equally, irrespective of gender, ethnic origin, age, religion or belief, disability (see Disabled candidates below) or sexual orientation.
- Temporary promotion is restricted to six months. Periods longer than this must be agreed by Head Recruitment or the Recruitment team. In these cases, consult your HR contact first.
- All jobs are initially advertised internally, sometimes concurrently internally and externally. Existing staff may apply as candidates for such posts. If the recruitment exercise is concurrently internal and external existing staff may only be considered as internal applicants. Once a post has been advertised internally and internal recruitment has been unsuccessful, it may be advertised externally. Existing staff may not then apply as they will already have had the opportunity to apply as an internal candidate.

#### HIV and AIDS

- Candidates, whether internal or external, are not required to disclose HIV status or to undergo an HIV test.
- A decision not to offer a candidate employment for medical reasons will be based solely on whether or not the applicant is medically fit; it will not be based on HIV antibody status.

**Employment of spouses, partners, relatives or friends**

- Anyone wishing the British Council to employ a relative, partner or friend in offices outside the UK must obtain agreement from line management at a minimum level of Country Director. For UK-appointed staff (including Regional and Country Directors) agreement must be obtained from the relevant departmental head.
- A relative, partner or friend may be employed if:
  - there is a need for the post
  - the suitability of the person for the job is above question
  - the relative, partner or friend is not directly line managed by the employed relative, partner or friend
  - standard pay and conditions apply
  - the integrity and independence of the financial and other control systems are not compromised
  - normal recruitment processes are followed, including advertisement of the vacant post.
- If there is any doubt, or if the manager believes that particular circumstances may justify a case for employing a partner, relative or friend outside these guidelines, a case must be presented to Director HR for authority.
- Financial or other decision-making systems may need to be altered to ensure the necessary separation of duties is maintained. The details of any post in which authority is given to employ a partner, relative or friend may not be altered without the authority of the regional director or relevant Senior Management Team (SMT) member, except for the application of general pay awards which are being more widely implemented.
- If the personal circumstances of staff already employed change and, as a result, fall within these categories, the staff concerned must draw this to the attention of the relevant departmental head or Country Director. This manager must ensure that responsibilities are re-arranged to conform to the guidelines set out here. If this is operationally impossible or there is any doubt about the matter, this manager must refer the matter to the relevant regional director or SMT member.
- Please also refer to the British Council Code of Conduct.

**Disabled candidates**

Disabled candidates, and those who have had disabilities but have fully or largely recovered, have rights in the UK under the Disability Discrimination Act 1995. The Act defines a disabled person as someone with a physical or mental impairment which has a substantial and long-term adverse effect on that individual's ability to carry out normal day-to-day activities. The definition of disability will be widened once the Disability Discrimination Bill is passed in the UK. In considering disabled candidates, recruiting managers must:

- Refer to the Guidelines on Employing Staff with Disabilities.
- Be flexible and open-minded. This means not making assumptions about what the person can and cannot do. All reasonable efforts must be made to adapt the office environment or working arrangements.
- Note that recruiting materials in other formats, that is, braille, computer disk, and audio tape, can be made available. Please contact your HR adviser or the HR Recruitment Team for details on how to order.
- Ensure that they do not treat a disabled candidate less favourably than a non-disabled one.

## Recruitment Roles and Responsibilities

### Overview

This section describes recruitment roles and their responsibilities, including:

- Human Resources (HR) Services teams, HR managers outside the UK and the Recruitment team
- Learning and Development
- Global Leadership Team (GLT) members
- Staff involved in recruitment
- Internal Audit.

### Audience

This section applies to all staff worldwide.

### Responsibilities

#### HR Services teams, HR managers outside the UK, and the Recruitment team

- In the UK, the HR Services teams ensure that the recruitment procedures are followed, including equal opportunities (EO) monitoring, for all internal and external UK recruitment, using the appropriate Equal Opportunities Monitoring Questionnaire. The monitoring is carried out by whichever HR Services team is supporting the particular recruitment exercise. EO monitoring for posting batches is carried out by the HR Recruitment team.
- HR managers outside the UK ensure recruitment procedures are followed and must establish a system for monitoring equal opportunities data for all recruitment exercises in their own country, using the UK model as a guide. See Recruitment Procedures and Equal Opportunities and Diversity.

The Recruitment team is responsible for:

- recruitment policy
- providing recruitment and selection training materials online and through Learning and Development, and ensuring these materials are regularly updated
- running regular posting batches each year to fill UK-appointed posts overseas at pay bands 10, 9 and 8, and for the international middle management recruitment. See Posting Batches and Recruiting for Pay Band 10 Posts.

#### Learning and Development

Learning and Development is responsible for:

- ensuring essential training is available for all those who are involved in recruitment
- ensuring refresher training is available for all those who are involved in recruitment
- keeping a register of trained staff.

#### Global Leadership Team (GLT)

As part of the HR planning process, GLT members (or their nominees) are responsible for:

- Monitoring staffing in their work area with the support of their relevant HR contact. This process reviews staff turnover rates to enable planning for future staffing
- Approving the advertisement of jobs outside of the country in which the vacancy exists. Approval is not needed for jobs in the English and Exams network or those on overseas package terms.

- Ensuring corporate standards on managing and filling vacancies are met
- Making arrangements to ensure Trade Union Side in the UK and staff associations outside the UK receive regular briefings on recruitment trends and significant exceptions to open internal advertisement processes.

**Staff involved in the recruitment process**

- Departmental and Country Directors are responsible for ensuring that their staff undertake recruitment and selection training if they are involved in recruitment.
- All staff involved in the recruitment process must undertake initial recruitment and selection training and update their initial training at least every three years.
- Recruiting managers must ensure records are kept for each recruitment exercise, including the interview notes kept by individual interviewers:
  - in the UK, all the records for both internal and external recruitment must be passed to the appropriate HR Services team for retention
  - outside the UK, recruitment records must be kept at a central point in each country.

Recruitment records

Recruitment records must:

- be sufficiently detailed to justify selection decisions, as they provide the audit trail for those decisions
- cover each stage of the recruitment process, including the basis on which selection was made
- be kept for the following periods of time:
  - paper records: one year (three years in Northern Ireland)
  - electronic records: three years
  - records on equal opportunities, whether paper or electronic: three years
  - outside the UK, recruitment records should be kept in line with the above retention requirements unless local legislation requires them to be kept differently.

**Internal Audit**

Internal Audit and the Recruitment team are responsible for reviewing internal and external recruitment exercises to ensure that they meet recruitment standards. A sample of recruitment exercises is selected for auditing each year.

**Policy for Using Administrative and Junior Management Tests****Overview**

This section describes the new work-based tests that must be used in external recruitment for administrative and junior management jobs (pay bands 4 and 6/ grades H and G). The tests measure organisational, numerical and writing skills and have been specifically designed for the British Council.

**Audience**

This section applies to all staff worldwide.

## Responsibilities

This guidance must be read and followed by:

- all members of staff involved in the recruitment process
- the HR Recruitment team, who are also responsible for:
  - ensuring that this policy and guidance is followed
  - regularly reviewing the policy's functioning and effectiveness
  - ensuring that all use of work-based tests in the organisation is in line with this policy
  - providing guidance for the use of work-based tests which must be followed by all users.

## Policy

The British Council is committed to:

- working towards best practice to provide maximum benefit to the organisation and the individual, and to promote fairness and equality of opportunity
- dealing fairly with test takers by being open about the use of work-based tests, and by providing post-assessment feedback and appropriate practice materials.

## Using work-based tests

- The British Council uses work-based tests to complement the quality and range of information available for selection decisions made as part of external recruitment.
- The tests must be used for all external recruitment in the UK. See Recruitment Procedures.
- The British Council strongly recommends that the tests be used outside the UK, translated into another language if appropriate, but there may be compelling reasons why it would not be appropriate to do so. If this is the case, you must make a note of the reasons and keep this with the recruitment papers.

## Equal opportunities

The British Council operates an equal opportunities policy. It is committed to selection on the basis of merit. Only work-based tests relevant to job requirements and free from external bias are used for selection purposes. Use of work-based assessment techniques is regularly monitored to ensure they do not unfairly exclude or disadvantage on grounds of gender, ethnic origin, age or disability.

If disability prevents someone who is otherwise suitably qualified from participating in selection procedures which involve work-based tests, appropriate alternative arrangements for assessment will be made.

## Using the tests

### When to use the tests

The British Council uses work-based tests as part of its recruitment and selection process. The tests are for use in external recruitment but there may be some situations where it would be appropriate to use them in internal recruitment. For example, where a band 1 (grade J) applies for promotion internally.

### Who can use the tests?

The tests have been designed so that they can be used globally and you do not have to be licensed (specially trained) to administer and score them. There are obvious confidentiality issues with the tests and you must administer them carefully with this in mind.

- In the UK, talk to your Human Resources (HR) Services team about how the tests are run and who runs them.
- Overseas, talk to your HR Manager or the HR Overseas team in London.

**Accessing the materials**

Colleagues who need access to the tests and the supporting guidance and documentation should contact the HR Recruitment Team, allowing plenty of time for the tests to be posted to them.

**Test timings**

The administrative-level tests take approximately one hour and 15 minutes and the Junior Management tests one hour and 30 minutes. Depending on how many applicants you have, you might run the tests on the same day as the interviews. More often they are used as a pre-interview stage, with the successful candidates then being invited to interview.

**Test results**

Results of tests used for selection stand for six months and are valid within that time for selection for any similar job. After six months, candidates who re-apply for vacant administrative and junior management jobs will be re-tested.

Confidentiality

- Test results are stored securely by the test users.
- Written interpretation of results is provided on request to relevant individuals only, that is, test takers and those responsible for making selection decisions.
- Results more than 12 months old are invalid as a basis for selection decisions and are destroyed.

Monitoring

Test results and the relevant candidate Equal Opportunities form must be sent to the HR Recruitment team in the UK which will enable the British Council to build up benchmark data for the organisation.

The HR Recruitment team monitor the use of the work-based tests at regular intervals to ensure their continued appropriateness and effectiveness. Monitoring by gender, ethnic origin, age, and disability is also undertaken to identify whether test use is having an adverse impact.

## Policy for Using Psychometric Assessment Techniques

**Overview**

This section describes the psychometric assessment techniques (ability tests and personality questionnaires) used from time to time by the British Council to complement the quality and range of information available for:

- selection decisions made as part of external recruitment
- individual staff development.

**Audience**

This section applies to all staff worldwide.

**Responsibilities**

This guidance must be read and followed by:

- all members of staff involved in the recruitment process

- the HR Recruitment team, who are also responsible for:
  - ensuring that this policy and guidance is followed
  - regularly reviewing the policy's functioning and effectiveness
  - ensuring that all use of psychometric tests in the organisation is in line with this policy
  - providing guidance for the use of psychometric tests which must be followed by all users.

### **Policy**

The British Council is committed to:

- working towards best practice in using psychometric tests to provide maximum benefit to the organisation and the individual, and to promote fairness and equality of opportunity
- dealing fairly with test takers by:
  - being open about its use of psychometric assessment techniques
  - providing appropriate practice materials
  - providing post-assessment feedback.

### **Equal opportunities**

The British Council operates an equal opportunities policy. It is committed to selection on the basis of merit. Only psychometric measures relevant to job requirements and free from external bias are used for selection purposes. Use of psychometric assessment techniques is monitored to ensure they do not unfairly exclude or disadvantage on grounds of gender, ethnic origin, age or disability.

If disability prevents someone who is otherwise suitably qualified from participating in selection procedures which involve psychometric assessment techniques, appropriate alternative arrangements for assessment will be made.

### **Using psychometric assessment techniques**

#### **When to use psychometric assessment**

The British Council uses these techniques only as part of its recruitment process and for developmental work with individuals and teams.

#### **Who can use psychometric assessment?**

Only staff who are trained psychometric test users and hold relevant qualifications may purchase, use or interpret psychometric instruments. These users may delegate test administration to appropriately trained staff.

The HR Recruitment team holds a list of staff in the UK who are trained users and administrators, and advises British Council managers outside the UK on sourcing appropriately qualified in-country support.

#### **Accessing the materials**

- Only appropriately qualified staff may purchase test materials.
- Purchasers are responsible for storing test materials securely.
- All psychometric assessment materials are subject to copyright. No materials may be photocopied without the test publisher's express permission.

**Choice of psychometric test**

- All psychometric assessment techniques used must be clearly relevant to the declared purpose.
- Tests used for external recruitment are based on the competencies listed in detailed job descriptions (the British Council's job descriptions include person specifications).
- Consider whether it is appropriate to test in English or to use the test translated into another language (if this is available).
- The Recruitment team holds documents to support the choice of all techniques used.

**Psychometric test results**

- Test scores are interpreted only on the basis of relevant comparative groups. Fixed cut-off points are imposed only where evidence from job analysis confirms that the level set has specific relevance to the job(s) in question.
- Results of tests used for selection stand for 12 months and are valid within that time for selection for any job with similar criteria to those for which the test was initially used. After 12 months, candidates who re-apply for vacant jobs will be re-tested if psychometric assessment forms part of the relevant selection procedure.

**Confidentiality**

- Test results are stored securely by the test users.
- Written interpretation of results is provided on request to relevant individuals only, that is, test takers and those responsible for making selection decisions.
- Results more than 12 months old are invalid as a basis for selection decisions and are destroyed.

**Monitoring**

The HR Recruitment team monitors the use of psychometric assessment techniques to ensure their continued appropriateness and effectiveness. Monitoring by gender, ethnic origin, age and disability is also undertaken to identify whether test use is having an adverse impact.

**Exceptions to the Standard Recruitment Procedure****Overview**

This section describes the policies and standards for advertising British Council vacancies, and the exceptions to those standards. For further information, see Recruitment Procedures.

**Audience**

This section applies to all staff worldwide.

**Policy**

- All jobs must be advertised internally to staff based in the country in which the vacant post exists. This does not apply to jobs within the teaching centre network or on overseas package terms which may be advertised internally more widely.
- If there is no suitable internal candidate the post can then be advertised in one of the following ways:
- externally within country, through the corporate website and appropriate media, or

- among British Council staff in the region
- externally within country(ies) in the region
- to British Council staff globally via the Bulletin
- expectation is that jobs advertised outside the country in which the vacancy exists would be those requiring 'specialist' skills and/or regional knowledge and experience of the organisation in order for the duties to be performed. It is likely that these jobs will at pay band 7/Grade F and above.
- Directors should refer to the Framework for Country to Country Transfers outlining the benefits, disadvantages and points to be considered in determining which of the above options is most appropriate. Any decision to advertise outside of the country in which the vacancy exists must be approved by Regional Director or, for UK jobs, the relevant SMT member.
- If the job was advertised internally more than six months ago then it should be re-advertised internally before it maybe advertised externally.

Exceptions to this are in the situations listed below. All exceptions must be agreed in writing.

### **Exceptions**

For the situations below, you must consult with and obtain agreement from your Human Resources (HR) contact who will consult the Recruitment team.

1. The skills required are demonstrably either scarce or unavailable internally  
In this case, the post may be advertised internally and externally simultaneously. Where a job is advertised simultaneously, this fact must be reflected in both the internal and the external advertisement
2. The job is for less than six months  
The most effective way of meeting this need may be by internal deployment (on temporary promotion, if necessary) within the work unit. However, it is good practice to advertise in these circumstances as these types of appointment can provide significant development opportunities.

#### Temporary jobs overseas

Temporary vacancies overseas should normally be advertised in the *Bulletin* in line with recruitment and selection policy. Exceptions to this are:

- working visits to continue work done in the UK, or for familiarisation with overseas teams (up to eight weeks maximum), when a member of staff joins a new team which works closely with overseas colleagues
  - opportunities arising overseas due to leave cover or gaps, and lasting less than six months
3. The British Council has a responsibility to allocate a post to a member of staff returning from a long term career break, long term sick leave or maternity leave. See Career Breaks, Sick Pay and Maternity Leave.
  4. The location of the job is changing and the job-holder is prepared to move with the job

5. A department is being reorganised and the job is one of a group of jobs with broadly compatible duties under one discrete line of management  
This type of job may be filled by internal redeployment within the pay band but must be advertised whenever a promotion is actually, or potentially, involved.
6. The job is being upgraded on a permanent basis  
If the upgrading is permanent, the line manager must advertise the job in order to fill it substantively and consider the existing job-holder along with other candidates. However, in the meantime, the existing job-holder may be placed immediately on temporary promotion for a period of no longer than six months. Any extensions beyond six months must be agreed through your HR contact who will consult the Recruitment team.

For the situations below you must consult with and obtain agreement as indicated.

7. The British Council has a responsibility to avoid or minimise possible redundancy  
In this case, it is necessary to operate special measures to reduce any potential surplus of staff. This can be agreed by a senior management team (SMT) member, in consultation with Trade Union Side (TUS) in the UK, or with the relevant staff association outside the UK, and needs the agreement of Director HR.
8. There is insufficient time for the normal recruitment process to take place because of operational imperatives  
Only when a key strategic post becomes unexpectedly and immediately vacant may an exception to the open recruitment policy be considered. The following procedures must be followed, meeting any legal requirements for allocating a post to a member of staff returning from, for example, a career break, long-term sick leave or maternity leave:
  - a. The recruiting manager, through the relevant HR Services team or Overseas HR team, must consult with the Head of Equal Opportunities and Diversity, Head Recruitment, Director HR, the Regional Director and the Deputy Director General to establish whether there is a business case for overriding the normal policy.
  - b. Head of Equal Opportunities and Diversity, the HR community and TUS should all be informed prior to the communication in the Bulletin about the rationale and decision-making process of this appointment. The recruiting manager and Head Recruitment (or one of the Recruitment team) must agree the text of the Bulletin communication to ensure it is directly linked to the policy specified here.
  - c. Decide whether an internal advertisement could be processed quickly, for example, by e-mailing all staff and giving them five days to apply.
  - d. Include the essential competencies and criteria in the advertisement. One criterion will be that the person will be guaranteed release by a specific date.
  - e. If there is no time for an advertisement, e-mail all staff to ascertain who is available (or can be released at short notice) and meets the essential competencies. Staff who are known to be available and who have the competencies required will be considered. If more than one person is available, telephone or face-to-face interviews must be held before a final appointment is made.
9. 9 A secondment to specifically support the development of an individual who has been without a substantive post for more than six months  
See Secondments

## Information for Staff

### Overview

This section describes the general information available to staff about British Council recruitment policy and standards. For more information on the recruitment process, see Recruitment Procedures.

### Audience

This section applies to all staff worldwide.

### Policy

British Council policy is to advertise all jobs internally, initially in the country in which the vacancy exists and only staff based in that country are eligible to apply. This is not the case for jobs in the teaching centre network and jobs on overseas package terms which may be advertised more widely.

Exceptionally, where a job is advertised internally more widely candidates, will need to meet the eligibility criteria, see Eligibility to apply for jobs. The HR function can only assist in obtaining a work permit where the job has been secured through an open recruitment exercise and where Regional Director or, for UK jobs, the relevant SMT member has approved the case for making the job available to a wider pool.

Where a candidate is successful in their application and moves location this will usually be on an indefinite basis and the previous post of the applicant will not be held open. Likewise for time bound moves, where the job is longer than one year, the previous post would not be held open. The individual will be responsible for finding another post before the job comes to an end. If they are unsuccessful in obtaining another job before the current one ends they will be expected to resign.

Staff moving location will be eligible for a transfer package if they were in British Council employment at the time the job application was made. The package comprises a transfer grant, flights, baggage allowance and hotel and subsistence, and is payable if the staff member is not in receipt of any of these benefits from any other source. If the member of staff is accompanying a spouse, civil partner or partner, who is in receipt of a transfer package from their own employer the member of staff must provide HR Services, if moving to the UK, or the Country Director of the country they are moving to, if overseas, of the details of the package. Benefits in the partner or spouse's transfer package (for example flights, transfer of personal belongings and grants) may reduce or eliminate the eligibility to corresponding elements in the transfer package offered to the staff member by the British Council.

### Eligibility to apply for jobs

Some posts outside the UK may be in countries which impose visa restrictions on non-UK nationals while posts with diplomatic status are available only to UK passport holders. Appointment to jobs based in the UK requires legal entitlement to work in the UK and will therefore be dependent upon whether appropriate work permits can be obtained (see the UK Visas website for guidance on work permits).

Non European Union staff in all pay bands applying for jobs in the UK should note that unless you are able to obtain a work visa privately (for example, because you are married to a UK citizen) it is now increasingly difficult to obtain a work permit. The HR Services team dealing with the recruitment will establish early on in the recruitment process whether or not it will be possible. If a work permit cannot be obtained, it will not be possible to take your application further.

All countries have legislation concerning entitlement to work for non-nationals. Before you apply for any job, anywhere, always check whether you are legally entitled to work for the country in question. Work permits and work visas are strictly controlled in most countries. If

you are not legally entitled to work in a specific country, there is no guarantee that the British Council will be able to obtain a work permit or visa for you.

**Jobs advertised in the Bulletin**

Eligibility to apply for jobs is defined according to the section under which they are advertised. If they are advertised in the section '@all staff vacancies' then they will be open to staff on indefinite or fixed term contracts. If they are advertised in the section for UK-appointed staff then you must meet the following criteria to apply for these vacancies:

- a. be on the UK pay matrix for pay bands 4 to 9.5  
and
- b. fall into one of the following categories
  - o UK-based staff: contracted and working in the UK
  - o UK-appointed staff overseas: contracted in the UK and working overseas
  - o Harmonised managers: pay band 8 English and Exams and former Overseas Appointments Services staff on a harmonised contract issued in the UK but working overseas
  - o Staff on internal transfer to the UK - formerly country-appointed staff on a UK-appointed contract for the period they are working in the UK

**Please note:** country appointed Teaching Centre staff are not on the UK pay matrix. Most jobs advertised in the Bulletin will only be open to UK based and appointed staff and this will be clearly indicated. All other jobs advertised in the Bulletin will be open to staff on indefinite or fixed term contracts. Any additional eligibility criteria relevant to specifically advertised jobs must also be met.

You are not eligible to apply for internal jobs advertised here if your contract of employment with the British Council has come to an end or you are a temporary member of staff.

**Guidelines on minimum time in jobs**

To ensure a reasonable amount of stability within a department/office, see the following guidelines on the minimum length of time staff are expected to stay in their jobs before moving on to new jobs within the Council.

Pay band	Overseas grade equivalent	Minimum length of posting
2	J K	12-18 months
4	H	2 years
6-8	G - E	3 years
Senior management		3-6 years

**Note:** New staff in the UK are not eligible to apply for another post until they have successfully completed their probationary period (one year). The probationary period is included in the recommended length of posting (see above).

Following the completion of a recruitment and selection process, the letter to the successful candidate will include the expected length of the posting. The release of staff to move from one internal post to another is nevertheless at the discretion of the line manager, who is expected to act in a reasonable manner. Consult your HR contact for advice.

For guidance on how quickly someone moving jobs should be released from their old job, see Transfers (Internal and Overseas).

**Staff on the UK salary scale**

- If you change jobs without changing pay band your salary will remain the same.
- If you change jobs on promotion, normal promotion policy applies: ten per cent increase or minimum of new pay band, whichever is higher (see Promotion).
- If you change jobs and are overposted into a lower pay band, the impact on your pay will depend on the circumstances surrounding the overposting (see Overposting and reversion to a lower pay band).
- If you are moving to a post that attracts harmonised allowances then you will receive those allowances.
- The rules on promotion do not apply when a member of staff moves from a job in pay band 9 to a job in the higher pay range at pay band 9. However, there are implications for an individual's pay if their salary is below the target rate in the higher pay range. When being assimilated into the higher pay range, the individual will either move to the new minimum of the pay range, if they are below it, or to the nearest highest step if their salary is above the minimum but between steps.

For general information about the UK pay system see Pay and allowances.

**Staff on other salary scales**

If you transfer from one country's pay system to another within your pay band/grade or its equivalent, your salary calculation will normally be based on the number of years you have been working at this level.

If transferring on promotion, your salary will normally be the minimum of the new pay band/grade in the country you are moving to.

**How to apply**

- Download a copy of the job description from the Bulletin advert, or if you have poor internet access, approach the contact named in the job advertisement.
- Your application should be on the standard internal application form and sent to the person named in the advert, copied to your line manager in time to meet the specified deadline.
- If you are faxing or e-mailing your application, always follow this up with a hard copy.

The recruitment forms are available in standard, large print, Braille, computer disk and audio tape format.

**Feedback**

All candidates have a right to ask for and receive feedback on their applications and any shortlisting decision, test or interview, whether they have been successful or unsuccessful. The interview record must also be given to the candidate on request. The shortlisting and interview panels must agree who will provide feedback.

**Grievance**

Staff can raise a grievance relating to a recruitment process, through the British Council's appeals procedure (see Grievances and Appeals).